

Air Force Center for Quality and Management Innovation

INNOVATOR

Premiere edition

May 30, 1997

SECAF Award '96:

How Eglin
unit scored

In the news:

- '97 Symposium
- AFMRF



Innovator

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Air Force Center for Quality and Management Innovation

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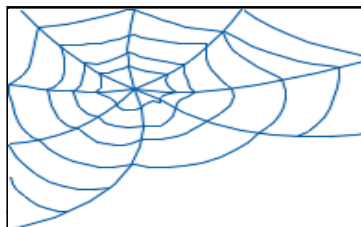
FINAL LOOK: *A look at the changes in the QMI flights Air Force wide*

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ABOUT THE COVER: *SECAF Award ceremony*

Maj. Gen. Stewart Cranston accepts the 1996 SECAF Unit Quality Award for the Air Force Development Test Center at Eglin AFB, Fla., in a April 19 ceremony. See Page 5.



**Visit The Innovation Center
on the WWW**

<http://www.afqmi.randolph.af.mil>



A look at 'our' future

Participation from all levels ensures our successes

**By Brig. Gen. Hugh
Cameron**
Commander, AFCQMI

As the commander of the recently created Air Force Center for Quality and Management Innovation, or "Innovation Center" for short, let me welcome you to the premier edition of *The Innovator*.

First, let me say this publication is "our" publication, a way to share new and innovative management concepts and other information important to the success of the new manpower-quality career field.

And, along those lines, our success is critical to the Air Force. In Dr. Sheila Widnall's, Secretary of the Air Force, own words "... Our goal in this reorganization is to provide our senior leaders the experts in management innovation necessary to help them make the right decisions on tough resource issues that face us today and in the future."

Many critical events have occurred that will have major impact on the Air Force, such as the Quadrennial Review, increased emphasis on outsourcing and privatization, and recommendations from the Blue Ribbon Commission for Organizational Evaluations and Awards. Yes, we face many challenges, so we must provide the breakthrough, "out-of-the-box" thinking necessary to take advantage of the tremendous opportunities out there to win in the 21st



Cameron

century.

We, at the Innovation Center, are working hard to ensure we provide the services Air Force senior leaders need to win in the next century. With the stand-up of the Innovation Center and inactivation of the Air Force Management Engineering Agency and the Air Force Quality Institute, we realized while none of the work had gone away, new tasks had been levied on us.

We rapidly discovered we had to prioritize our own resources against the greatest Air Force needs. We recently kicked off our own strategic planning efforts at an off-site and are now developing action plans to achieve our goals and objectives. While the Air Force's needs for our services are many, our new mission statement clearly hones in on the greatest need: "Assist Air Force leaders meet resource challenges through innovative management services."

Our new career field combines the best of management expertise at all levels. We must help commanders make intelligent, fact-based decisions that will improve effectiveness, ensure greater resource efficiency, and generate savings for such critical areas as our modernization program. What better way to share how we go about this tasking than through *The Innovator*.

We will publish our magazine quarterly, and our only limitation is the amount of information we receive from you. Let us hear from you. Help us make this publication a success! ☆

Outsourcing, privatization and the USA criteria

Master Sgt. James S. Roberts

3rd Wing Manpower and Quality Office

A recent *Air Force Times* article entitled "How to save money, raise efficiency" highlights Air Force Chief of Staff Gen. Ronald R. Fogleman's espousal of outsourcing and privatization as the wave of the future in this era of tight defense budgets.

This means we can expect more and more of what might have been considered our "key support processes" transferred to and managed by civilian entities.

Gen. Fogleman's commentary defines outsourcing as "competition for a function currently performed in-house with an outside provider. When competition demonstrates outsourcing is the answer, the Air Force contracts with a first-class commercial provider for a particular service while retaining contractual responsibility for delivery of the service and its quality."

Similarly, privatization is defined: "This option involves the Air Force completely taking its hands 'off the stick' by divesting itself of a function and the responsibility for its performance."

Both tools help seek economies in all areas and concentrate the focus of our men and women in uniform on essential wartime activities, and providing the force the "best possible support at least cost to the service."

Aside from some of the obvious implications such doctrine drives (job changes, shifting responsibilities, changing OPTEMPO and PERSTEMPO) this emphasis on O&P will drive an ever-increasing need to focus on customer-supplier relationships.

This shouldn't be a new concept, given the requirements for such relationships are outlined in the

current AFI 90-501, Quality Air Force Criteria, under Category 5, Item 5.4: Supplier Performance Management.

This item highlights the importance of establishing good communication with our suppliers, communicating our requirements as customers and ensuring our suppliers provide us the best possible product or service.

As we transfer support activities to the civilian sector through outsourcing and privatization, we still have the responsibility to ensure the quality of the goods and services is maintained. This means we are responsible for continually assessing the product delivered and forming ever improving partnerships with our suppliers to ensure our needs are met.

Gen. Fogleman referred to this linkage when he stated, "... we are seeking to establish a partnership with industry and labor through a series of round tables." If we consider industry and labor as our suppliers, then we should attempt to build those relationships outlined in the QAF criteria.

Category 5, Item 5.4a of the QAF criteria calls for "basic information on

the organization's principle requirements for its key suppliers, expected performance and measures used to assess performance, how the organization determines whether or not requirements are being met, and how performance information is fed back to suppliers."

Item 5.4b calls for information on how the organization evaluates and improves supplier management. Although we very carefully meet the requirements of Item 5.4b through the Quality Assurance Surveillance Plan, actual end users of the products and services the Air Force procures rarely discuss expectations, needs and satisfaction requirements with suppliers. An opportunity exists to fill in this gap in the coming years.

Each and every Air Force member should look for promising opportunities for outsourcing and privatization, and subsequently evaluate the effectiveness such changes will ultimately drive. The QAF criteria will continue to be used to assess organizations, so perhaps it's time to re-examine your organization's progress toward meeting QAF Criteria requirements, especially in Category 5. ☆

(Note: the 1997 NIST Baldrige Criteria has changed: Items 5.1 and 5.2 from 1996 were combined into Item 6.1, Management of Product and Service Processes and Item 6.3, Management of Supplier and Partnering Processes. The 1997 Organizational Performance criteria incorporates the change.)

“
As we transfer support activities to the civilian sector through outsourcing and privatization, we still have the responsibility to ensure the quality of the goods and services is maintained.”



SECAF '96

*Setting an
example by
putting best
practices to
work*

**Story and Photos by
Staff Sgt. Paul Coupaud**

The Air Force Development Test Center at Eglin AFB, Fla., was selected from a field of nine nominated units throughout the Air Force. This marks the first time an Air Force Materiel Command unit has won the award.

Presented annually, the award goes to the Air Force organization that has successfully implemented the principles of Quality Air Force for continuous improvement in daily operations.

Headquarters Air Force, the Air National Guard and each major command may nominate one unit for the award.

"As we close out the 20th century, we'll face an ever-increasing need to make more with less," said Secretary of the Air Force Sheila Widnall during the April 11 ceremony

at Eglin AFB. She said by developing their customer-product-process model and applying to it all aspects of their work, AFDTC has proven the quality approach makes things happen and makes life better.

"You've applied the philosophy of quality in all your duties," she said. "In the complete range of your activities – which all point toward providing the Air Force with precision air armament systems worthy of the new millennia – you've made daily commitments to 'excellence in all you do.'"

The Air Force Development Test Center is one of the nation's premier research, development, test and evaluation facilities for non-nuclear munitions and navigation and guidance systems.

The center plans and conducts testing for the development and systems integration of U.S. and allied non-



Mission: Planning, directing and conducting the test of and evaluation of non-nuclear munitions, electronic combat and navigation/guidance systems. The Test Center accomplishes its mission through its two component wings: the 46th Test Wing and the 96th Air Base Group.

**Air Force Development Test Center
Eglin AFB, Fla.**

Commanders

Maj. Gen. Stewart Cranston, AFDTC

Col. Harry Morgan,
46th Test Wing

Col. James Shambo,
96th Air Base Wing

The 46th Test Wing manages the overall test and evaluation program and is equipped with various types of aircraft and highly instrumented ground facilities. Major tests involve all types of equipment, including aircraft systems and

subsystems, missiles, guns, bombs, rockets, targets and drones, high-powered radars, and airborne electronic countermeasures equipment. One of the test wing's assets is the McKinley Climatic Laboratory, capable of testing military

hardware as large as bombers in environments ranging from minus 65 to 165 degrees Fahrenheit, with 100mph winds, icing, clouds, rain and snow.

The 96th Air Base Wing provides major medical, civil engineering, personnel, logistics,

communications, computer, security and all other host services to AFDTC units and approximately 45 associate units, such as the U.S. Air Force Air Warfare Center and the 33rd Fighter Wing, that make Eglin AFB their home.

Graphic by Staff Sgt. Paul Coupaud

nuclear munitions, electronic combat and supporting systems. They operate the Eglin test range complex to support a variety of weapon system program managers and training customers.

"It's always a great honor to receive an award of such great prestige," said Maj. Gen. Stewart Cranston, AFDTC commander, "but the real payoff is giving better service to our customers, and doing the very important mission we've been charged with to the best of our ability."

The general stressed while the award is a milestone, it's certainly not the end of the journey at AFDTC. "By accepting this award, we are rededicating ourselves to continuing to work together as a team, to achieve even higher levels of performance. That's our charge and our commitment."

Throughout the year, the unit will help

further promote Quality Air Force by participating in publicity events, including the Air Force, national and regional conferences.

Past winners include the 97th Air Mobility Wing, Altus AFB, Okla. in 1995; the 1st Fighter Wing, Langley AFB, Va. in 1993; and the 37th Training Wing at Lackland AFB, Texas in 1992.

The eight other units nominated for the 1996 award were the 341st Missile Wing, Malmstrom AFB, Mont.; 62nd Airlift Wing, McChord AFB, Wash.; 325th Fighter Wing, Tyndall AFB, Fla.; 15th Air Base Wing, Hickam AFB, Hawaii; 349th Air Mobility Wing, Travis AFB, Calif.; 101st Air Refueling Wing, Bangor International Airport, Maine; 27th FW, Cannon AFB, N.M.; and National Air Intelligence Center, Wright-Patterson AFB, Ohio. ☆

AFDTC:

The road to the SECAF award

The Air Force Development Test Center began its quality journey in 1989 when several senior leaders who attended a Edward Deming quality seminar brought the initiative back to Eglin.

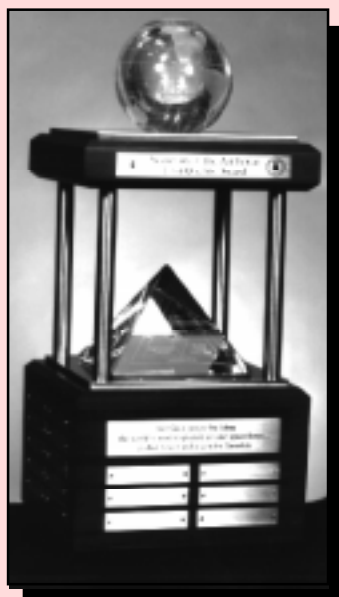
Deming's concept of statistical process control and work place productivity were considered vital to the future of AFDTC in the resource-constrained environment they envisioned.

To introduce the philosophy to their workforce, they considered several management consulting agencies before selecting Coopers and Lybrand to facilitate their early Total Quality development efforts. The first several management models introduced during this period still survive. Additionally, the "Do-It" program focused on process improvement ideas from within the workforce.

In June 1992, the Air Force Quality Council adopted Quality Air Force, based on the Malcolm Baldrige National Quality Award criteria. Although this represented a slight shift in direction for the already 3-year-old TQ movement at Eglin, AFDTC leaders quickly realized the value of this new strategy.

Leadership at the time conducted the first self assessment and compiled results into the first application for the 1993 Secretary of the Air Force Unit Quality Award. At approximately the same time, the unit executive council completed a parallel strategic plan which complemented QAF for the first time.

As a result of building the application, the Center represented Air Force Materiel Command in the SECAF Award competition and received their



SECAF Award

The Secretary of the Air Force Unit Quality Award is awarded annually to an Air Force organization that has successfully implemented the principles of Quality Air Force for continuous improvement in daily operations. The Air National Guard, Air Force Reserve, Headquarters Air Force and each major command may nominate one unit for the award.

Evaluation teams, consisting of one Air Force general officer, two Malcolm Baldrige National Quality Examiners and seven Air Force examiners, are trained to assess and score each nomination package. The nominated units are evaluated against the Quality Air Force criteria, which encompasses customer-centered results and implementation of a true quality culture.

After evaluating the written nomination packages, the teams conduct on-site visits to each unit. The senior judge from each team then participates on a panel using the report results to select a unit to receive the award. The Secretary of the Air Force makes the final award presentation at a ceremony hosted by the winning organization.

Throughout the year, the organization honored with this prestigious award can further promote QAF by participating in publicity events, including Air Force, national and regional quality conferences and video productions. ☆

first site visit in November 1993.

In 1994, the executive council completed another self assessment and application. Again, they represented AFMC for the competition. Although not selected for the award, the process proved to be a watershed event. The Center's analysis of the feedback report from the site visit resulted in five major strategic development teams: metrics alignment, benchmarking, customer focus, supplier performance and human resources. These teams devised new approaches to these tough problems and their results were implemented in the Fall and Winter of 1995.

The Center competed again for the award in 1995 and crossed an important threshold when leadership looked upon the application as an approach to spell out how to do business. As a result, they introduced the concept of the "playbook."

During Fall 1995, the Center realized its most significant accom-

plishment in implementing QAF: the Customer-Product-Process model. Born out of the metrics alignment strategy development effort, the CPP model, along with their list of operational products, gave them the framework to align their system of performance indicators.

The Center spent the next year deploying this approach deeper into their workforce and last Fall, built the fourth consecutive application for the SECAF Unit Quality Award.

For the third time in four years, the Center represented AFMC in the SECAF competition.

Finally, after four tries and eight years of dedicated effort, AFDTC was selected as the SECAF Unit Quality Award winner. (*AFDTC contributed to this article*) ☆

Innovation Center begins with success

By Staff Sgt. Paul Coupaud
AFCQMI

The success stories are accumulating at the Air Force Center for Quality and Management Innovation. The young organization has already scored high marks by helping the Ninth Air Force develop a strategic plan and by conducting commercial activities (A-76) training.

Strategic planning

Innovation Center experts recently played an integral part in developing the Ninth Air Force's strategic plan, ensuring they are poised to enter the 21st century prepared to fly, fight and win.

At the request of Lt. Gen. Carl E. Franklin, Ninth AF commander, Innovation Center experts attended their strategic planning workshop to guide and facilitate the process.

AFCQMI representatives used group tools to guide workshop attendees through vision and mission statement updates and obtain consensus. They helped examine goals and ensure they coincided with

the MAJCOM's goals. Next, AFCQMI representatives facilitated the development of specific, measurable objectives to ensure the organization would know when these objectives had been reached. The group then examined objectives to ensure they were realistic and attainable.

Finally, AFCQMI led the group in an exercise to prioritize and assign schedules to complete of each objective.

As a result, Ninth Air Force's revitalized strategic plan will help the organization direct its resources toward those processes that

provide the most "bang for the buck."

A-76 training

In response to Air Force concerns about the lack of commercial activities training, AFCQMI is centrally managing three basic courses to provide the skills needed

Air Force personnel experience levels with A-76 were at an all-time low while program activity was at an all-time high. Innovation Center personnel held two workshops with Air Staff, major command and base-level representatives to solicit and examine custom-

ers' needs and determine training requirements.

Innovation Center personnel then developed a course in a record time of 90 days – a full three months ahead of schedule. Students have commented the practical, useful training was a great help in completing their base operating support cost comparison.

AFCQMI continually refines this course based on periodic classroom monitoring, student evaluations and discussions with students, instructors and Air Force A-76 program managers.

By providing the best possible training to the Air Force, AFCQMI ensures the continuing success of the A-76 program. ☆



Vision Statement

Premier supplier of innovative management services — professionals making a difference by assisting Air Force leaders solve tough resource challenges.

Mission Statement *Assist Air Force leaders to meet resource challenges through innovative management services.*

Nomads improve via AWO

The 33rd Fighter Wing Nomads displayed great teamwork as they scrutinized the process of aircraft generation — from the time the whistle blows to the launch of 18 F-15 jets.

This second 33rd FW action work out created time savings by cutting waste and standardizing the work flow. During the AWO, the operations tempo was challenging, as well as rewarding. All team members, crew chiefs and other maintenance personnel could see the differences they made to the process, thus creating ownership.

How it works

AWO is a simple concept of the application of quality. This high energy, quick paced tool attacks inefficiencies in critical work processes. Process owners and operators identify an urgent need, establish a baseline and “trystorm” ways to reduce cost and eliminate waste.

Trystorming is described as brainstorming in action. With the assistance of a Headquarters Air Combat Command team and experts from depots, corporations, etc., the team can immediately incorporate ideas for improvement into the process if analysis proves beneficial.

An AWO's power lies in its ability to force one to look at how work is done by breaking down the elements of the process. The focus is to construct and institutionalize standard operations that don't waste valuable time and money.

The 33rd FW's Aircraft Generation AWO increased the wing combat



The recent AWO at the 33rd Fighter wing, Eglin AFB, Fla., resulted in time and money savings through the streamlining the Wing's flightline processes.



readiness and capability. In early summer, the 33rd FW commander determined an urgent need to improve the aircraft generation process, critical to this air superiority wing.

In November, HQ ACC conducted a site visit where facilitators and key wing personnel reviewed and assessed the current state of the process. They identified four focus areas, selected strong team leaders and assigned eight members to each team. The four focus areas were: preflight inspection, tank hanging, servicing and facilities/support. Team members ranged in rank from airman first class to first lieutenant with a variety of experience.

After the ACC team departed, team members had three weeks to baseline the process and gather data to prepare for the actual event. The team leaders identified the critical path. To do this, members used video cameras, stop watches and pedometers to measure and dissect each process.

At this point, each team developed specific “stretch” objectives and trystormed ideas for the event. In December, the same group of HQ ACC facilitators returned for the AWO event which lasted from early Monday morning through the Friday afternoon “pitch-out” briefing.

The days were filled with trystorming followed by a daily update briefing. The team reduced total process time by 37 percent and made substantial improvements by eliminating unnecessary steps, consolidating equipment requirements, reducing

travel distance and incorporating process standardization techniques.

A team leader's perspective

According to Tech. Sgt. Mary Lou Wetzel, preflight team leader in the AWO, the key to an AWO is working together, using simple tools and techniques and keeping an open mind.

“Because of the knowledge our MQ office gained from the AWO, we recently conducted an Engine Removal and Replacement Power Team,” she said.

A power team is a local-level AWO done without the assistance of HQ facilitators or depot-level personnel.

The local manpower and quality office acts as facilitators, but headquarters is just a phone call away. Again, this event produced tremendous results and reduced cycle time and distance traveled by 31 percent each.

“When you complete an AWO, you will never, never approach work in the same manner again,” said Wetzel.

“It's amazing how we get into a mindset that makes it difficult to change the way we do business. How we organize to perform a task makes a big difference in how quickly and how well we do the job.

“Key to an AWO or power team was members who had little experience in the process,” he said. “The ‘experts’ had their blinders on and had difficulty thinking ‘out of the box.’ An AWO is a big investment up front, but the payoff is worth it because you are more effective in your job.” (Courtesy 33rd FW MQ office) ☆

1997 Quality and Management Innovation Symposium

Symposium focuses on tomorrow's Air Force

By Staff Sgt. Paul Coupaud
AFCQMI

Officials expect the 1,800 available seats for the fifth annual Quality and Management Innovation Symposium, Oct. 14-16 at the Montgomery, Ala. Civic Center to fill up fast.

Registration details for this year's symposium are still being finalized. "We've improved the registration process from last year," said Maj. Shannon Switts, this year's symposium chair. "The biggest change is we can now accept IMPAC cards for registration fees."

The conference registration for 1997 is \$475 per person and includes the Chief of Staff's awards banquet Oct. 16. Registrations will be initially handled by major commands, with open registration to follow.

This year's symposium theme is "Shaping Tomorrow's Air Force." Military speakers include Air Force Chief of Staff, **Gen. Ronald R. Fogleman**, who will present the Chief of Staff Team Excellence Awards at the symposium banquet; **Gen. Lloyd W. Newton**, commander of Air Force Education and Training Command,

will discuss the application of outsourcing and privatization in the Air Force of the future;

Maj. Gen. Stewart Cranston, commander of the Air Force Development Test Center, will talk about the AFDTC

journey to win the 1996 Secretary of the Air Force Unit Quality Award; **Lt. Gen. Kenneth A. Minihan**, director of the National Security Agency and Central Security Service, will discuss the role of information dominance today and in the future; and **Lt. Clebe McClary**, a former U.S. Marine who, during his tour in Vietnam, suffered the loss of one eye, his left arm and subsequently underwent 33 operations to retain use of the remainder of his body; will recount his courageous story of rebuilding his devastated life.



Graphic by Staff Sgt. David Riggs

Industry leaders include **James Zurn**, senior manager for Quality Technology for Intel Corporation; **Tom Morris**, chairman of the Morris Institute for Human Values and special lecturer to the University of Notre Dame's College of Business Administration; **Sheila**

Murray Bethel, entrepreneur and behavioral science specialist; **Edward D. Barlow Jr.**, futurist, think-tank facilitator and strategic planning consultant; **Jeffrey Tobe**, president of Dominions International; and **Steve Stanton**, co-author of "The Reengineering Revolution."

For additional information check the Innovation Center home page. Registration forms will be available June 30. ☆

Arnold AFB MQ office takes merger in stride

Dorothy Winchell
Arnold AFB, Tenn.

Before the merger here, the manpower office had three full-time authorizations plus part-time clerical support while the quality office was assigned three people. As reorganization and downsizing took its toll, the resultant authorization was one per functional area.

With merging, we each need our expertise full time in our separate areas. And who was going to be chief of this new hybrid? Both positions were GS-12s.

Working in a true quality way, we sat down and discussed the issue. Our solution was a self-directed work team — two "chiefs" and one future Indian. The

merger gave us an administrative position, but it's not yet filled.

It will be several years until both of us will be fully knowledgeable in MQ activities because both fields are full-time jobs. The merger didn't do away with any job requirements, but some processes were farmed out and others can be merged.

We focused our integration efforts on merged essential processes as the only way to reduce our workload to a manageable level.

With the implementation of the new MDS, we expect more workload to filter down to the center level. It is imperative we pare our processes down to essential activities only. ☆

Air Force tail wags dog

Maj. Scott Johnson
HQ USAF/XPMP

That's the headline, if you believe a recent Joint Chiefs of Staff analysis which shows Air Force manpower is 29 percent "tooth" and 72 percent "tail." But more about that later.

First the basics: tooth refers to those folks actively employed as warfighters (e.g. fighter pilots, security police) or those who provide critical combat support to the warfighter (e.g. bomb loaders, cooks). Tail refers to the other folks engaged in non-combat support missions (e.g. instructor pilot, training instructor).

The JCS figures are just the most recent in many comparisons in which Air Force tooth-to-tail is shown inaccurately against the ratios of the other Services. This most recent analysis showed the Air Force "tooth" as only 29 percent, but Army as 69 percent, Navy as 57 percent and Marine Corps as 74 percent.

Misconception

Of course the comparison is wrong, but why? The other services tie all personnel who deploy — warfighters and combat support folks — against mission Program Element Codes. For example, all sailors on an aircraft carrier

(fighter pilots and cooks) are coded against mission PECs. Likewise, all soldiers who will deploy with their unit (again, shooters and cooks) are coded against mission PECs.

Within the Air Force, we have traditionally coded operators and maintainers in mission PECs with combat support folks like cooks coded in Base Operating

Support PECs.

In today's budget environment, the Air Force can no longer afford this kind of inaccurate analysis. We are now in the process of examining options and comments provided by the MAJCOM/XPMs on how best to recode our PECs.

Now what?

The goal is clear, we

must recode our combat support personnel so they are reflected as "tooth" when JCS, the Office of the Secretary of Defense or Congress uses PECs to examine our Future Years Defense Program. All Air Force blue suiters who deploy, blue suiters stationed overseas, as well as critical warfighters in CONUS, like missileers, will be captured in PECs clearly coded as mission or combat support.

When warfighters, combat support authorizations, forward deployed forces and other military essential positions are considered, the Air Force "tooth" figure is 58 percent.

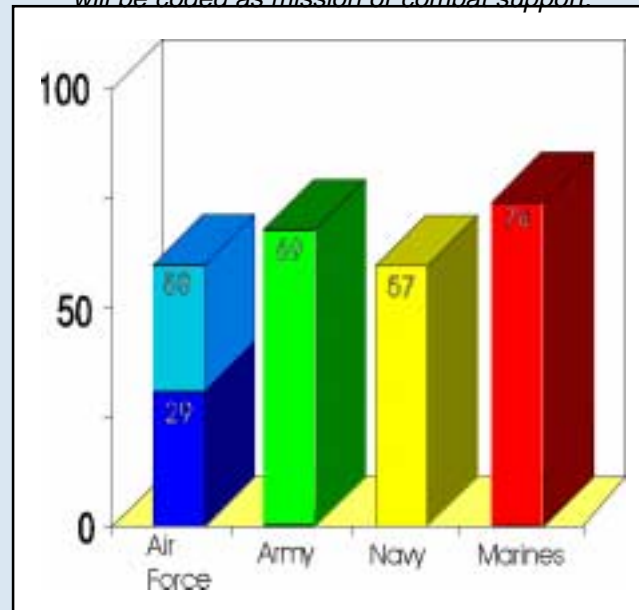
Making changes

During this year's Force Sizing Exercise and Base Level Assessment, we will add a step to collect the needed PEC information to ensure the correct figures for the Air Force tooth-to-tail ratio are generated when JCS, OSD or Congressional analysts query our FYDP database. ☆

Combat forces counted as support on some tally sheets

Count off!

The Air Force "tooth" doubled as a result of refiguring all deployable personnel mission instead of support troops. In the new way of coding Program Element Codes, Air Force members who deploy, those stationed overseas and critical warfighters, such as missileers, will be coded as mission or combat support



Graphic by SSgt. Paul Coupaud

AFMRF activates at Fort Ritchie

By 2nd Lt. Jeanette O. Reichard
Air Force Manpower Readiness Flight

The Air Force Manpower Readiness Flight activated April 1, 1997 at Fort Ritchie, Md., during a ceremony presided over by Brig. Gen.



Ryan

Hugh Cameron, commander of the Air Force Center for Quality and Management Innovation.

Formerly known as the Air Force Wartime Manpower Personnel and Readiness Team, AFMRF is a named unit aligned under AFCQMI with Maj. Kevin Ryan assuming command.

AFMRF's telephone numbers and e-mail addresses remain unchanged. People with questions or concerns can contact the main office at DSN 988-



Maj. Kevin Ryan, right, new commander of the Air Force Manpower Readiness Flight salutes and assumes command from Brig. Gen. Hugh Cameron, AFCQMI commander. Chief Master Sgt. David Pollinger holds the Innovation Center flag. The redesignated flight will remain in the same location and have the same contact information.

2762 or send an e-mail to: **woodb@ajcc-emh1.army.mil**.

Flight members say they are excited to become a part of the Innovation Center's team, and look forward to helping the Manpower and Quality community address today's readiness challenges. ☆

Our Mission ... is to enhance the Air Force readiness and execution capability by:

- Managing Air Force UTC manpower force requirements
- Performing contingency-related analysis with recommended courses of action
- Developing manpower readiness processes, procedures, and automated system requirements
- Operating the alternate HQ USAF Manpower and Personnel Readiness Center.

AFNEWS fans the winds of change

Mike Garcia
AFNEWS MQ Office

The Air Force News Agency, located at Kelly AFB, Texas, is a Field Operating Agency of the Secretary of the Air Force, Director of Public Affairs.

AFNEWS has three missions:

- keep the total force and the American public informed on events that impact their lives
- tell the American public about accomplishments and activities of soldiers and airmen
- provide the Air Force's portion of the Armed Forces Radio and Television Service to DoD personnel assigned overseas

AFNEWS, like many other organizations, has combined operations to form a new way of doing business.

In the beginning, the quality office was located in the command section. They guided the AFNEWS quality journey and provided quality training within the organization and to the 17 overseas detachments.

The plans and strategies division (CBX) and manpower and organization division were in the business operations directorate, and an activity-based costing operation was just getting into data gathering for the organization.

Our transition to a more streamlined quality organization began Oct. 1, 1996, when CBX changed from plans and strategies to business planning, incorporating manpower and organization, activity-based costing and quality into business planning. CBX's role in business costing and operational effectiveness

was enhanced with the merger by bringing all aspects of analysis, data gathering, training, quality indicators and results into a single arena.

What does this mean? AFNEWS has begun using a business systems engineering approach, designing business processes in a structured way that maximizes both customer value and enterprise performance. With this merger, each discipline contributes to the process of obtaining results utilizing preparation, documentation, analysis, synthesis, acceptance, implementation and follow-up.

The internal customer is provided one centralized area dedicated to supporting their needs. ☆

MQ awards presented at '97 conference

By Staff Sgt. Paul Coupaud
AFCQMI

The 1997 Worldwide Manpower and Quality Management Conference was April 15-17 at Randolph AFB, Texas.

During the conference banquet, the annual manpower-quality awards were presented for the officer, airman, civilian, large and small team winners.

Maj. **David C. Eisenstadt**, the chief of the joint contingency and operations manpower planning team, Headquarters U.S. European Command, is the winner in the officer category. Eisenstadt served in the critical leadership role of guiding all peacetime and wartime manpower requirements actions in the busiest theater in the world during the manpower chief's six month absence.



Eisenstadt

He oversaw \$66 million worth of joint service manpower resources located in 83 countries throughout Europe, Africa and the Mediterranean area. He directed the identification and validation of manpower requirements for all European Command Joint Task Force operations.

He also developed HQ U.S. European Command augmentation requirements to support Operation Guardian Assistance and served as the U.S representative to NATO's 16-person team which reviewed all headquarters requirements for Operation Joint Endeavor.



Peel

Master Sgt. **Barry D. Peel**, the chief of the quality innovation branch of the manpower and quality office, 82nd Training Wing, Sheppard AFB, Texas is the winner in the airman category. Peel has led

several wing and group process improvements and is the wing expert in facilitation. A catalyst for the MQ office's high rating in the 1996 Quality Air Force Assessment, Peel created a quality matrix to eliminate inefficiencies, foster continuous improvement at reduced costs and was a benchmark in other Air Education and Training Command wings.

His refined process action team procedures to accelerate completion times was commended as "best seen to date" by the AETC inspector general.

Harvey C. Brewster, lead analyst of the A-76 and war-time support team, manpower and organization division, HQ Air Force Materiel Command, Wright Patterson AFB, Ohio is the civilian winner.



Brewster

Brewster manages the most
(See AWARDS, Page 15)

Innovation Center activates assessments branch

AFCQMI is proud to announce a new addition to the center's family of resource advocates, the assessments branch.

Located in the Programs Integration Division, the branch was established as a result of the Chief of Staff of the Air Force Blue Ribbon Commission on Evaluations and Awards. The Commission, chaired by retired Lt. Gen. Bradley C. Hosmer, recommended several changes to the Unit Self Assessment process. The commission recommended the Air Force eliminate the Inspector General's Quality Air Force Assessments and task the major command quality and management innovation squadrons and flights and The Innovation Center with conducting no-threat, soft footprint validation of USAs.

Additionally, they recommended

revamping the method used to "validate" a unit's USA. The assessment branch's task at hand is to develop the policies, strategies and a timeline for the validation process.

Foremost in the branch's approach to the tasking is the Air Force Chief of Staff Gen. Ronald Fogleman's requirement to *operationalize* and *standardize* the USA system. The branch is also concerned with finding methods and approaches to *incentivize* assessments. This last requirement may be their greatest challenge.

Simultaneously, the branch is tasked to develop a USA 101 course, for Air Force-wide instruction. Course lesson planners from all command echelons are developing the course, which should be published by Oct. 1.

Their task is to develop, in the most simplistic terms, the "how's" and

"what's" of the USA process. The lesson plan will include information on how to modify the course based on the target audience.

For example, course extracts will specify course requirements for a senior leaders' version of the course. On the other side of the spectrum, the just-in-time course will encompass a detailed, criteria-specific addition.

Look for more information on the USA validation system and USA 101 in next few months. If you have an approach, method or process you believe will aid in the branch's efforts, please call Lt. Col. Deborah Shaw, DSN 487-2349 ext 3195; or send e-mail to shawd@afcqmi.randolph.af.mil, and keep an eye on the AFCQMI website for future information. ☆

E-mail directory on AFCQMI web site

By Master Sgt. Judy Smith
Innovation Center

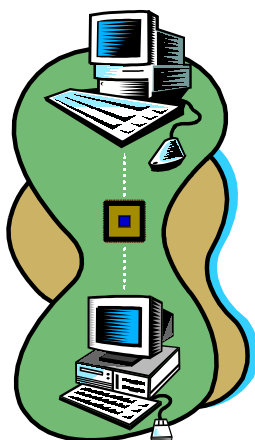
Recently, the Innovation Center solicited information from every unit in the Manpower & Quality community to create a new MQ E-mail address directory.

With your support, we have nearly 1,900 addresses. The directory is on the AFCQMI Web Page under the "products" tab. Right now the files are only available for download, but we hope to add a search

capability in the near future. The file is stored in two formats: by name and by organization.

It's also on the Center's computer bulletin board in the tech conference as "manpower.xls".

Currently, rank isn't included due to privacy considerations. But, we



want your opinion — would including rank be beneficial? And does the benefit outweigh the privacy concern? Please let us know what you think by calling Art Dublin at DSN 487-1950, or send him an e-mail at dublina@afcqmimirandolph.af.mil.

The purpose of this directory is to improve communication and infor-

mation crossflow throughout the MQ community. To be of real value, we must keep the directory current. Our goal is to have units update their own information at least quarterly.

Our dilemma is how to best do this. Again, let us know what you think. We hope to implement a user friendly and low manpower-intensive process. ☆

AF renews CCI membership

Headquarters Air Force recently renewed the Air Force contract with the Council for Continuous Improvement.

CCI is a national, non-profit consortium of organizations working together to develop, document, share and disseminate data, methodologies, and implementation systems that member organizations use to continually improve their products, services, and operational performance.

One Air Force objective is to provide CCI course materials to the Quality and Management Innovation Flights and the Manpower and Quality Offices to help meet their educational missions.

CCI holds an annual gathering which Air Force members may attend. General sessions, or annual conferences, typically last two days and provide opportunities for formal and informal networking. The conferences feature workshops, keynote speeches, presentations, learning sessions and speakers from CCI member and non-member organizations. During the sessions, the CCI Special Interest Groups, Product Development Teams

and "Birds of a Feather" networking groups also meet. There are no conference fees for members.

Regional forums are small, one-day conferences held at least twice a year in each region. Forums feature presentations and networking activities. Members may attend any regional forum at no additional charge.

Other networking opportunities include CCI's networking directory (located on CCI web page), which offers a yellow-pages style listing of CCI members willing to share their expertise on different topics. CCI also sponsors regular "Calls for Action," which encourage individual members to request specific information from the membership at large.

For more information on CCI, call Master Sgt. James Grenier, DSN 487-6866 at the Innovation Center. ☆

Visit CCI's home page at
<http://www.cci.org>

CCI training products are located on the 'products' page of the Innovation Center web site. All Air Force personnel with "af.mil" domain may download those files.

Innovator

We are facing many changes as quality and manpower offices merge. You may have stories and photos to share. What were your challenges as the offices merged? What were your solutions? We want to know, and so do your co-workers across the Air Force.

But new ideas and improvements aren't just in the MQ offices — they're all around us. Please take the time to let us know so we can help spread the word. We look forward to hearing from you. Use any of the methods below to contact the Innovator staff:

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innovator@afcqmi.randolph.af.mil

Positive Force '98

Positive Force '98 is a joint chiefs of staff-sponsored exercise where manpower/quality and personnel teams work together in field conditions at the Silver Flag exercise site, Tyndall AFB, Fla.

During the Oct. 12-19 exercise, eight MQ teams and eight PERSCO teams will focus on deployment and employment operations, while working in a tent city environment.

The MQ teams are evaluated on force management and accountability, support to the commander, functional coordination and MANPER-B operations. The exercise also provides an opportunity to test new procedures from the updated AFI 38-205, Manpower Readiness Handbook.

Additionally, teams will fire the M-16, run the confidence course, perform first aid buddy care, mark unexploded ordnance and perform duties in their chemical biological warfare gear.

This is the first Air Force-level manpower and personnel exercise of

this nature. Future exercises may be designed as competitions between MAJCOM teams.

Call the Air Force Manpower Readiness Flight, DSN 988-3781, for more information.

Manpower readiness handbook

"Where can I learn about manpower readiness?"

"Read AFI 38-205."

Have you ever asked this question and received this response? Have you ever read *Managing Wartime and Contingency Manpower* (AFI 38-205)? It's packed with good information, but isn't very well organized. Some information is out-of-date and the book just doesn't tell us how to do our job in the readiness arena.

We are in the process of completely rewriting AFI 38-205. It will contain:

- Background information on joint, Air Force, and manpower and quality operations
- Policies, concepts of operations, and responsibilities

- Processes and procedures
- Description of automated systems support

- Procedures for an evaluation program

- Specific tools for manpower and quality people in a theater of operations

The "responsibilities" chapter is the heart and soul of this document. It addresses what manpower and quality people do at all levels of command. Specifically, it spells out who does what to whom and when in the various contingency scenarios.

The underlying theme of this document is that manpower readiness work is simply manpower work performed in a readiness environment. We hope this rewritten instruction will demystify manpower readiness, make it clear and understandable, show how it fits into day-to-day manpower-quality management, and be a useful tool for you. The instruction will be ready for staffing early this summer.

Call Chief Master Sgt. Dave Pollinger, DSN 988-3356, for information. ☆

• AWARDS (from Page 13)

demanding and complex cost comparison and direct conversion program in the Air Force. He orchestrated the AFMC A-76 program which currently encompasses more than 8,500 authorizations, with 99 studies programmed through fiscal year 2001, with a projected savings of \$283 million.

The Air Staff and Innovation Center both recognize Brewster as the Air Force expert on A-76, commercial activities, and manpower and quality support services.



Charzuk

The winner for large MQ office is the **55th Wing Manpower and Quality Office**, Offutt AFB, Neb. The award was accepted by the chief, Lt. Col. Glenn Charzuk. Among the office's accomplishments are facilitating a senior staff working group and providing vital

expertise in developing a proactive plan to reduce operating costs while retaining mission capability. Additionally, they took aggressive and innovative actions to outsource 90 percent of the civilian workload impacted by reductions and provided manpower estimates for

support agreements and identified program disconnects to Air Combat Command headquarters, pursuing each to resolution.



Nicholl

Garnering the honors for small office is the **49th Fighter Wing Manpower and Quality Office**, Holloman AFB, N.M. Accepting the award for the team was their office chief, Lt. Col. Greg Nicholl. The Holloman MQ office broke new ground in reengineering the 746th Test Squadron, an organization

faced with being outsourced unless operating costs were drastically reduced. As a result, they identified annual savings of more than \$4 million.

This office also facilitated a process improvement study of the F-117A Stealth Fighter's exhaust system scheduled maintenance. They conducted an extensive review of the unique 300-hour phase maintenance in order to streamline this critical process designed to maintain the F-117s low observable flight characteristic. ☆

Two AFCQMI NCOs earn volunteer award

By Staff Sgt. Paul Coupaud
AFCQMI

Two Innovation Center NCOs were recognized at a Family Support Center ceremony here for their volunteer efforts for the past year.

Staff Sgt. **Doug McCarroll**, Air Force Logistics Studies Analyst, volunteered more than 800 hours at Judson High School in San Antonio, Texas. He worked as the colorguard (flag, rifle, dance) instructor and indoor drumline visual designer.



Sams



McCarroll

During the past year, the Judson High School colorguard ranked third at the State finals. And the winterguard was ranked 25th out of 60 units in their class.

"I've loved the activity ever since I was a member in high school," McCarroll said. "It gives me a great deal of satisfaction to see the

sense of accomplishment and pride in these student's eyes when they perform. I've been performing since I was four years old. Whether it was dance, music, colorguard, Drum & Bugle Corps or Tops in Blue, I was always happiest while I was performing and since my time has passed, I now enjoy sharing my experience with the students."

Tech. Sgt. **Kenneth Sams**, Air Force programs and resources studies manager, earned his certificate for volunteer time while he was stationed at Incirlik AB, Turkey. Sams

spent much of his more than 500 hours at the Project Orphanage Association, African Heritage Council and providing shoes and clothing for needy children in the village outside Incirlik's gates. Additionally, he coordinated the Incirlik Turkish-American orphanage picnic, participated in the Malcolm X and Martin Luther King debate and established the Dorm Dwellers Ministry.

"Even though my motive for volunteering is not to receive recognition but rather to help others," said Sams, "it's always nice to receive rewards because they spur us on to greater works." ☆

Unit News

31st FW/MQ, Aviano AB, Italy — Tech. Sgt. **James A. Veatch** graduated as a Distinguished Graduate from Kisling NCO Academy, Class 97-2. Veatch will PCS to the MQ office at Lackland AFB, Texas in June.

Staff Sgt. **Michael E. Steffee** was promoted to technical sergeant in January 1997 and PCSed to HQ USAFE/XPM at Ramstein AB, Germany.

Phil Feldhusen relocated to Kirtland AFB, N.M.

Aaron K. Canada moves to Goodfellow AFB, Texas in June.

AMC awards

Meritorious Service Medal awarded to Capt. **Michael O'Keefe** (2nd) and Master Sgts. **James Singleton** (1st), **Robert Burrows** (2nd), and **Troy Dant** (1st). Air Force Commendation Medal awarded to Master Sgt. **Dan Hofstetter**.

Tech. Sgt. **William Luckie** was selected as HQ Air Mobility Command NCO of the quarter, was nominated for

the 1996 Air Force Manpower and Quality Management Award for Professional Excellence, and earned AMC Manpower NCO of the Year. Maj. **Curt Smolinsky** earned Manpower Officer of the Year honors. **Debbie Billhartz**, GS-9, earned AMC Manpower civilian of the year.

Tech. Sgt. **Vincent Flores** pinned on Master Sgt. May 1. **Mary Hart**, GS-12, was nominated for the 1997 Federal Awards Program.

Reassigned

AMC inbounds — Lt. Col. **Gerald Riley**, July; Capt. **Jean Gumpfer**, June; Chief Master Sgt. **Dave Pollinger**, June; Senior Master Sgt. **Steve Fuller**, June; 1st Lt. **Paul Taylor**, August; Master Sgt. **James Singleton**, August; and Tech. Sgt. **Richard Scullion**, September.

Outbounds — Master Sgt. **Robert Burrows**, retiring; Master Sgt. **Tony Dant**, Hickam AFB, Hawaii; Lt. Col. **Richard Netto**, Wright Patterson AFB, Ohio; Maj. **Curt Smolinsky**, HQ European Command; and Master Sgt. **Gary Brassfield**, retiring.

Helbling appointed examiner for Baldrige National Quality Award

The National Institute of Standards and Technology has appointed an Innovation Center member to the 1997 board of examiners of the Malcolm Baldrige National Quality Award.

As an examiner, **Lt. Col. Victor Helbling**, chief of the Innovation Center's Systems Integration and Support division, is responsible for reviewing and evaluating applications submitted for the award.

The board is comprised of about 350 leading quality experts from industry, professional and trade organizations, health care and education organizations and government.

The Baldrige award is offered annually to American companies that demonstrate the highest levels of quality management and performance excellence. ☆